



# PLAN FOR DIVERSITY IN HIRING AND PROMOTION

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*Superintendent*

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# INTRODUCTION

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This Plan outlines measures that the Maryland NRP has taken to improve diversity in hiring and promotions within the agency, and identifies future measures that will be undertaken to continue to increase diversity. NRP convened a Workgroup to assist in identifying barriers and recommending action steps. This Workgroup provided valuable insight and feedback to help NRP develop this Plan. Particular focus is given to the fact that NRP does well with recruitment, but more progress is needed to help successfully land those applicants into seats in NRP's academy class.

# MISSION STATEMENT

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The mission of the Maryland NRP is to protect Maryland’s natural resources, public lands, waterways and people through proactive and responsive law enforcement services with courtesy, integrity, dedication and professionalism. The Maryland NRP strives to be the best conservation agency in the country and we are well on our way to achieving that designation.

Each NRP Officer pledges to:

- Assist the public in time of need, routine and emergency;
- Educate the inadvertent violator by taking the appropriate level of enforcement action;
- Relentlessly pursue deliberate offenders;
- Respect and inform rather than lecture or reprimand; and
- Maintain the highest level of professional standards, integrity and conduct.

# DIVERSITY GOALS

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NRP recognizes that a diversified workforce is a strong workforce, and has therefore committed to achieving and maintaining a statewide police force whose demographics are representative of our state’s demographics to the extent practicable.

This plan contains current statistical data that will allow us to measure progress over time. It also contains strategies that build on NRP’s 2020 Strategic Plan to help ensure we have a diverse, well-trained, and highly competent team to accomplish our mission. In developing this Plan, NRP and its partners have worked to ensure that all actions and strategies identified in the plan are consistent with Maryland state and federal personnel law and policies, and existing labor agreements.

Maryland’s demographics for state workforce eligible individuals as established by the 2020 Census will serve as the baseline and are as follows:

**Marylanders Aged 21-40 by Race and Gender**

	Male	Female	Grand Total	% of Total Maryland Population of ~6,000,000
<b>White Alone</b>	28.28%	27.21%	55.49%	14.79%
<b>Black or African American Alone</b>	16.06%	17.35%	33.41%	8.90%
<b>American Indian or Alaska Native Alone</b>	0.35%	0.32%	0.67%	0.18%
<b>Asian Alone</b>	3.49%	3.83%	7.31%	1.95%
<b>Native Hawaiian and Other Pacific Islander Alone</b>	0.07%	0.06%	0.13%	0.03%
<b>Two or more races</b>	1.43%	1.57%	2.99%	0.80%
<b>Grand Total</b>	49.68%	50.32%	100.00%	26.65%

# PROGRESS IN DIVERSIFYING NRP'S WORKFORCE

## Current Actions & Successes

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In conducting a review of past and present recruitment practices, the following strategic actions have been implemented over the last three years to help further diversify NRP's workforce demographics:

- General Improvements to Recruiting
  - The agency has dedicated two full-time NRP officers to the Recruitment and Cadet Section. These dedicated positions allow these officers to focus on recruitment, including the recruitment of diverse, qualified candidates.
  - Under the previous organizational chart, the two Recruitment and Cadet Section personnel were assigned within the command of the Training Unit. In 2022, those personnel were moved to the newly-created Recruitment, Safety Education and Hiring Division. This restructuring combined hiring with recruitment to emphasize the importance of hiring within the recruitment process.
  - NRP ensures that members of the Recruitment and Cadet Section are diverse to help ensure that all demographics are represented throughout the process.
  - A specific NRP recruitment email address is now utilized to enhance communication between recruiters and applicants. Having an official recruitment email address has allowed us to simplify and standardize our communications with applicants.
  - We determined that social media and web-based platforms are among our most effective recruitment tools. NRP's website is routinely updated with pertinent recruitment information and updated graphics. Our modernized website intentionally showcases the diversity of the agency.
  - Competitive benefits are necessary to compete with other law enforcement agencies that are hiring. NRP continues to improve the availability of state of the art equipment, vehicles, and vessels, and examine compensation levels to attract a larger overall applicant pool from competing agencies.
  - Upon discovery that emails pertaining to physical tests were ending up in spam folders, NRP has changed their policy to ensure that emails are followed up with personal phone calls to ensure the information was received and to encourage the applicant to appear at the physical examination.
  - The job announcement was listed on several popular college-age job recruitment websites such as Handshake and College Central.
- Training
  - The Leadership, Education, and Development (LEAD) Program was developed and offered to the rank of sergeants and above. The program is a 10-day leadership and managerial training program that includes implicit bias training. Through this program, all participants have the opportunity to enhance their supervisory and leadership skills. NRP is ensuring fair and equal access to this program, which helps prepare candidates for future promotional opportunities.
- Addressing Bias

- o Implicit bias training is taught in the academy for new employees, and in the “Emotional Intelligence” training, a block of implicit bias training was taught. This course was mandatory for all ranks lieutenant and above.
- o All portions of the hiring process include diverse representation, including interview panels, review panels, and appeals.
- Outreach
  - o In addition to our dedicated recruitment personnel, all NRP staff hand out recruitment literature as part of our recruitment campaigns. NRP is ensuring that diverse geographic regions are targeted.
  - o Several years ago, a recruitment campaign called “This is Our Office” was established using photographs of NRP officers in the outdoor work environment and posted on social media. This campaign showcases the beautiful settings NRP officers work in, compared to those in traditional law enforcement.
  - o DNR’s public lands are heavily utilized by diverse patrons and visitors. During recruitment cycles, an electronic sign is posted at the Sandy Point State Park entrance. This gives NRP the ability to reach out to a highly-diverse population with minimal personnel expenditures.
  - o Re-engaging potential candidates - NRP’s Recruitment and Cadet Section has re-contacted interested applicants from lists maintained from previous years, urging them to apply again.
  - o Utilizing the vast network of the Legislative Black Caucus of Maryland (LBCM) - the LBCM assisted NRP in distributing position announcements.
  - o Ensuring broad geographic distribution of announcements - The Recruitment and Cadet Section partnered with the Maryland Department of Labor to send position announcements to all of Maryland’s American Job Centers, veterans affairs locations, military bases both in and out of state, and the Maryland National Guard.
  - o NRP shared recruitment information with the Legislative Black Caucus who, in turn, helped disseminate it to their network of contacts.
  - o NRP is participating in job fairs at Maryland’s Historically Black Colleges and Universities (HBCUs) and working with them to distribute recruitment materials.
  - o Recruitment was conducted at various gyms and fitness centers in underserved communities.
  - o The Recruitment and Cadet Section worked with the NRP Public Information Officer to keep the public informed about hiring, including advertising on radio stations whose primary audience are Spanish speaking (El Tiempo Latino) and Black listeners (95.5 WPGC, Radio One Baltimore). Additionally, two Spanish speaking officers gave interviews on Spanish speaking radio stations about how fulfilling a career with NRP can be.
  - o NRP coordinated with the Governor’s Commission on Hispanic Affairs with networking and recruitment in Hispanic and Latino communities.
  - o For the first time ever, the Recruitment and Cadet Section began a mentoring program to help keep applicants engaged as they progress through the application process. This program was voluntary and held at various state parks. Applicants could ask questions,

build camaraderie, and prepare for testing, including preparation for the physical fitness test.

- o In recognition of the failure rate of the physical and written tests, applicants are now allowed more than one attempt, which gives applicants more opportunities to succeed.

## PROGRESS IN DIVERSIFYING NRP'S WORKFORCE

### Current Statistics

The following charts reflect the challenges in recruiting minority candidates for conservation police agencies across the northeastern United States and reflect the relative success of NRP. As noted in Figures 2-4, when compared to other state conservation police agencies in the Northeast, Maryland ranks at the top for diversity in sworn representation and overall workforce diversity. NRP has worked hard to promote diversity and will continue working to make the agency more representative of the state's population.

**Figure 1**

#### NUMBER OF APPLICATIONS RECEIVED FOR EACH ACADEMY CLASS

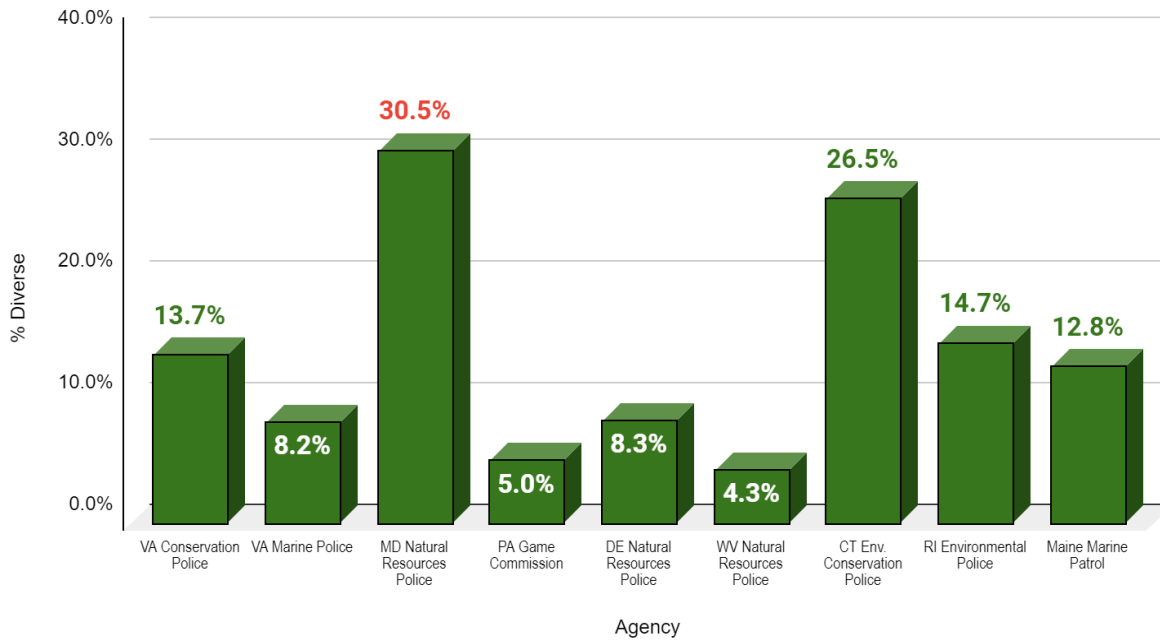
(Note that BRC 61 was comprised of existing NRP cadets, so no applications were received for that class)

		BRC 59 & 60*	BRC 62	BRC 63	BRC 64	TOTAL	
Race	Gender	#	#	#	#	#	%
Two or More Races	M	41	29↓	14↓	27↑	111	2.98%
	F	7	5↓	4↓	7↑	23	0.62%
	Total	48	34↓	18↓	34↑	134	3.60%
American Indian or Alaskan Native	M	9	8↓	5↓	5	27	0.73%
	F	2	1↓	0↓	3↑	6	0.16%
	Total	11	9↓	5↓	8↑	33	0.89%
Asian	M	19	15↓	10↓	13↑	57	1.53%
	F	0	0	1↑	1	2	0.05%
	Total	19	15↓	11↓	14↑	59	1.59%
African American	M	179	123↓	75↓	130↑	507	13.62%
	F	48	32↓	17↓	33↑	130	3.49%
	Total	227	155↓	92↓	163↑	637	17.11%
Hispanic or Latino	M	47	36↓	20↓	24↑	127	3.41%
	F	8	6↓	4↓	12↑	30	0.81%
	Total	55	42↓	24↓	36↑	157	4.22%
Pacific Islander or Native Hawaiian	M	1	1	1	2↑	5	0.13%
	F	0	3↑	0↓	0	3	0.08%
	Total	1	4↑	1↓	2↑	8	0.21%
Unknown or Decline to State	M	38	27	17	11	93	2.50%
	F	6	4	1	5	16	0.42%
	U	2	1	1	3	7	0.19%
	Total	46	32	19	19	116	3.12%

		BRC 59 & 60*	BRC 62	BRC 63	BRC 64	TOTAL	
Race	Gender	#	#	#	#	#	%
White	M	877	519↓	322↓	462↑	2,180	58.57%
	F	139	90↓	64↓	103↑	396	10.63%
	U	0	0	0	2	2	0.05%
	Total	1,016	609↓	386↓	567↑	2,578	69.26%
<b>Totals</b>		<b>1,423</b>	<b>900↓</b>	<b>556↓</b>	<b>843↑</b>	<b>3,722</b>	<b>100%</b>

Note: Applicants identifying as hispanic or latino are given their own category even though they represent several races. \*BRC 59 was comprised of entry-level candidates, BRC 60 which was held concurrently with BRC 59, was comprised of lateral candidates.  
 (Source: NRP Recruitment and Cadet Section, July, 2022)

Figure 2: Maryland and Other Northeast State Conservation Police Agencies Sworn Diversity Comparison, 2022



(Source: Chiefs of northeast state conservation police agencies, July, 2022)



**Figure 3**

Maryland and Northeast State Conservation Police Agencies--African American Sworn Representation Comparison, July, 2022		
Agency	African Am % of Total Sworn	# of African Americans of Total Sworn
Virginia Conservation Police	2.6%	4 of 153
Virginia Marine Police	1.4%	1 of 73
Maryland Natural Resources Police	8.0%	21 of 264
Pennsylvania Game Commission	0.0%	0* of 159
Delaware Natural Resources Police	0.0%	0 of 24
West Virginia Natural Resources Police	0.0%	0 of 117
Connecticut Environmental Conservation Police	4.1%	2 of 49
Rhode Island Environmental Police	0.0%	0 of 34
Maine Marine Patrol	0.0%	0 of 47

\*Note: PA reported employing 2 minorities but did not specify their races.

**Figure 4**

Maryland and Northeast State Conservation Police Agencies Sworn Diversity Statistics, 2022																	
Conservation Police Agency--Sworn	Wh M	Wh F	Af Am M	Af Am F	Hisp M	Hisp F	Asian M	Asian F	A/Ind M	A/Ind F	2+ Races M	2+ Races F	Other	Ref To State	Minority Total	Minority %	Total Sworn
Virginia Conservation Police	132	12	2	2	3	0	0	0	1	0	1	0	0	0	21	13.7%	153
Virginia Marine Police	67	3	1	0	0	0	0	0	2	0	0	0	0	0	6	8.2%	73
Maryland NRP	182	40	21	0	3	3	3	0	2	0	5	3	0	2	80	30.5%	264
Pennsylvania Game Commission	151	6	0	0	0	0	0	0	0	0	0	0	2	0	8	5.0%	159
Delaware Natural Resources Police	22	2	0	0	0	0	0	0	0	0	0	0	0	0	2	8.3%	24
West Virginia Natural Resources Police	112	3	0	0	0	0	1	0	0	0	0	0	1	0	5	4.3%	117

Connecticut Environmental Conservation Police	36	11	2	0	0	0	0	0	0	0	0	0	0	0	0	13	<b>26.5%</b>	49
Rhode Island Environmental Police	29	3	0	0	0	1	1	0	0	0	0	0	0	0	0	5	<b>14.7%</b>	34
Maine Marine Patrol	41	3	0	0	0	0	0	0	0	0	0	1	2	0	6	<b>12.8%</b>	47	

(Source: Chiefs of northeast state conservation police agencies, July, 2022)

# IDENTIFIED BARRIERS TO DIVERSITY AND RECOMMENDED ACTIONS

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Diversity in recruitment is strong, but there are barriers that may prevent some applicants from successfully completing the pre-hire background process and ultimately gaining employment with NRP. Through the efforts of the Workgroup and NRP's ongoing assessments of policies and procedures, those potential barriers have been identified, and action steps have been recommended to address them, applying those that are practicable. These action steps include:

- Streamlining the hiring process - The entire hiring process takes approximately ten months, from the acceptance of applications to the start of the academy. Applicants have often accepted positions with other agencies by then. Shortening and streamlining the process would assist with this. NRP could also benefit if DNR's Human Resources (HR) unit was given specific training for the complexities of hiring and promoting police officers.
  - New Action Steps:
    - NRP will work with the Maryland Department of Budget and Management (DBM) and DNR's HR office to review the application process and revise it for efficiency.
    - Additional training will be provided to DNR and NRP's HR staff to ensure greater familiarity with law enforcement hiring practices and state employment policies.
  - Continuing Actions:
    - DNR will continue to increase the number of full-time employees in their HR unit.
    - NRP will continue to use a background investigation process that's standardized, increasing efficiency and eliminating unconscious biases in the final recommendation to proceed to the interview.
    - NRP will continue to utilize a diverse Background Review Board, which consists of three commanders. This board is the first level of oversight to ensure that those categorized as "not recommended" or "disqualified" are valid and not based on unconscious bias.
    - NRP will continue to forward the Background Review Board's recommendation to the Special Services Bureau Chief, who will review the recommendation and provide another layer of review to guard against any bias.
    - The Special Services Bureau Chief will forward their recommendation to the Deputy Superintendent, who will continue to make the final decision whether an applicant moves to the final interview stage.
    - The agency realizes that the recruitment of diverse applicants is highly competitive. Any expediency in our process will enhance our opportunity for hiring minorities. NRP purchased a cloud-based program to reduce the amount of time it takes to conduct a background investigation. Additionally, NRP captains were tasked with assigning background investigations and monitoring the progress of more than 60 personnel, including minority officers. This revised process is improving efficiency and timeliness in completing background investigations, with the goal of ensuring that minority applicants in high demand are not lost to other agencies.
- Increasing in-person outreach - Data shows that one of NRP's strongest recruitment tools for the officer candidate and cadet positions is the use of social media and direct contact by current officers (word of mouth). Creating a speaker's bureau that includes diverse members

could strengthen NRP's recruitment efforts, particularly for outreach to high school and college-age youth.

- Action Steps:
  - NRP will develop a diverse speaker's bureau and work with Maryland schools, community organizations, and higher education institutions to identify opportunities for speakers to interact with youth.
- Targeting Outreach - Outreach to potential candidates is crucial to ensuring a sizable pool of qualified candidates. Continuing to refine NRP's website and social media recruitment campaign to broaden outreach to underrepresented communities will assist with this.
  - Action Steps
    - NRP will commit \$200,000 in supplemental funding to hire a professional marketing firm. NRP will work with that marketing firm to continue to expand outreach through the use of media and social media and to update the website with a focus on underrepresented communities.
    - NRP will continue to advertise on radio stations, on social media platforms, and in publications with diverse audiences.
- Mentorship - While NRP's applicant recruitment remains strong, many candidates who apply do not show up for testing. For example, statistics show that more than 70% of African American candidates who apply for a job with NRP do not show up for any subsequent testing in the hiring process. Among those who do show up, a significant number of them fail the physical test or the math portion of the written exam, and having a mentor program focused on test preparedness could assist with addressing these challenges.
  - Action Steps:
    - NRP will continue to provide a mentorship program statewide, which will help recruits prepare and train for the physical and written tests. NRP will work with stakeholder organizations such as the BOA, the State Law Enforcement Officers Labor Alliance (SLEOLA), and other partners to add additional mentors to the program. Mentors will help recruits prepare and train for testing.
    - NRP will investigate modifying the physical fitness test, particularly for female candidates, to better reflect realistic standards. NRP will consider the Maryland Police Training and Standards Commission recertification test or other agency tests as a model.
    - NRP recruiters will assist applicants who need math tutoring. If needed, NRP will identify additional mentors or tutors that can assist applicants with the math portion of the written exam.
- Improving Opportunities for Success - The requirement to complete a state job application to compete for promotion should be evaluated. Providing study materials well in advance and offering more opportunities for training would allow promotional candidates to better prepare.
  - Action Steps
    - NRP will work with the DBM and DNR's HR unit to determine if the requirement to provide a state job application can be waived for promotional candidates.
    - NRP has adhered and will continue to adhere to the SLEOLA contract, which requires that study materials be released no less than six months before the test.
    - NRP's Strategic Planning and Leadership Development Coordinator will help promotional candidates identify free tutorials, including online videos and internet resources.
    - NRP will continue to offer continuing education training.
- Enhance civilian involvement with the agency
  - Civilian employees will remain on civilian interview panels.

- NRP will continue to offer training to civilian employees and highlight those courses on an internal website that are easy to use and navigate.
- NRP will integrate civilian employees into appropriate Law Enforcement Officer (LEO) training programs—for example, future offerings of the Leadership, Education, and Development Program.

NRP will continue to work with the Workgroup and its partners to explore other potential barriers and to track progress on efforts to address these barriers.

## GOALS FOR ACHIEVING DIVERSITY

### Sworn and Civilian Employees

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**Goal: Achieving a statewide police force whose demographics are representative of our State’s demographics to the extent practicable by September 30, 2027.**

The Maryland NRP has created a dashboard that calculates demographics. NRP will monitor this dashboard as part of the decision-making process in hiring and promotion. The dashboard allows the agency to define baseline standards, benchmarks and establish realistic and achievable goals.

**Goal: Maintaining a statewide police force whose demographics are representative of our state’s demographics to the extent practicable beyond 2027.**

As NRP continues to improve recruitment and retention in each academy class, it will aim to do so at a level that exceeds the current sworn diversity demographics of the agency. Progress takes time, and any increase is positive, but regression should be avoided. Therefore, NRP will strive to only seat an academy class when the diversity percentage of the proposed academy class has exceeded the current sworn workforce representation. As NRP pursues this goal, it must be done so in accordance with state and federal employment laws.

**Goal: Achieving an improvement of at least 20% each year in representative composition compared to 2021 based on state demographics in the 2020 Census to the greatest extent practicable.**

The FY23 Budget Bill (Senate Bill 290 of 2022) requires an intermediate goal of achieving an improvement of at least 20% each year in representative composition compared to the 2020 Census to the greatest extent practicable. This action will also help NRP reach the final goal of reflecting the demographics of the state by September 30, 2027, to the greatest extent practicable.

The following table reflects NRP’s goal, as stated above.

**FIGURE 5: TOTAL WORKFORCE DEMOGRAPHIC GOALS BY YEAR (number of members)**

Race/ Ethnicity	2020 Census %	July 2022 (baseline)	%	2023	%	2024	%	2025	%	2026	%	Sept 30, 2027	%
Af. American	33.41%	34	10.4%	41	12.4%	49	14.8%	59	17.8%	71	21.4%	85	25.6%
Asian	7.31%	3	0.9%	4	1.1%	4	1.3%	5	1.6%	6	1.9%	7	2.3%
Am. Indian	.67%	2	0.6%	2	0.7%	3	0.9%	3	1.0%	4	1.3%	5	1.5%
Hispanic <sup>1</sup>	–	7	2.1%	8	2.5%	10	3.1%	12	3.7%	15	4.4%	17	5.3%
White	55.49	272	83.2%	264	80.0%	251	76.0%	235	71.2%	216	65.4%	193	58.5%
Two+ Races	2.99	9	2.8%	11	3.3%	13	3.9%	16	4.7%	19	5.7%	22	6.8%
Total Workforce	–	327		330		330		330		330		330	

(Source: NRP HR Section, July, 2022)

## FUTURE ACTIONS TO CREATE A MORE DIVERSE NRP

Based on both agency recommendations and findings from the Workgroup, the following action steps are recommended to be taken to improve NRP’s overall recruitment and retention strategies and achieve NRP’s goal of an improvement of at least 20% each year in representative composition compared to the 2020 Census to the greatest extent practicable, and achieve NRP’s final goal of reflecting the demographics of the state by September 30, 2027, to the greatest extent practicable:

- 1) Effective immediately, only seat an academy class if the class’ demographics exceed the current sworn diversity demographics of the agency.
- 2) The agency will consider having more than one academy per year, as funding allows, to accelerate the hiring process. Applicants need to be offered a job quickly so they join the NRP and not another agency.
- 3) Create an easy-to-remember website address for NRP’s recruitment website by January, 2023 to further broaden outreach. A website address that is easy to recall will increase website traffic, interest in employment, and ease of applying for employment.
- 4) Effective immediately and on a regular basis, update NRP’s recruitment website with the most relevant hiring information. A website that is updated frequently will make NRP more competitive in attracting candidates.
- 5) Modernize agency recruitment efforts through social media to generate more excitement about NRP career opportunities and ensure that posts are reflective of our goals to recruit diverse candidates.
- 6) By February 1, 2023, the agency will create and staff a committee to consider revisions to the physical fitness test, with the committee’s final recommendation due to the NRP superintendent on July 1, 2023.

<sup>1</sup> This hispanic demographic data set was provided but 2020 race Census data is not available because this is an ethnicity, not a race.  
NRP Plan for Diversifying Hiring and Promotion, 2022

- 7) By January 2023, the agency will evaluate the possibility of using technology to administer the National Police Officer Selection Test (the written test) remotely, to make it more convenient for those who may not have transportation. NRP will also explore the possibility of travel vouchers.
- 8) Starting with the 2022 hiring process, NRP will seek to shorten the application process where possible and immediately implement suggested changes, then re-evaluate to determine if the changes reduced the amount of time the application process takes.
- 9) Starting with the next recruitment phase, NRP will enhance the mentorship program by partnering with the BOA, SLEOLA, and other partners to mentor applicants during the entire application process. This will help to ensure highly sought-after applicants are not lost to other agencies or otherwise withdraw from the process. The most common reasons identified for applicants failing to appear for the first stage of the process (written and physical test) are feeling like they are not prepared for the fitness test, having accepted positions elsewhere, and issues with email communications. The agency is committed to further studying and identifying solutions to this gap. The chart below shows the need to mentor applicants starting before the first stage of the application process even starts:

<b>Figure 6: Number of “No Shows” at First Stage of Application Process by Demographic</b> <i>(Source: NRP Training Unit, August, 2022)</i>				
Ethnicity	Recruitment for BRC 63		Recruitment for BRC 64	
	# Signed Up for Testing	# Who Failed to Show Up to First Stage of Process	# Signed Up for Testing	# Who Failed to Show Up to First Stage of Process
<b>African American</b>	61	40 (66%)	64	46 (72%)
<b>Asian</b>	5	2 (40%)	1	0 (0%)
<b>American Indian or Alaska Native</b>	3	2 (67%)	3	2 (67%)
<b>Pacific Islander or Native Hawaiian</b>	2	1 (50%)	2	1 (50%)
<b>White</b>	283	80 (28%)	301	106 (35%)
<b>2 or More Races</b>	15	7 (47%)	12	8 (67%)
<b>Unknown/Decline to state</b>	7	4 (57%)	8	3 (38%)
<b>TOTAL</b>	<b>376</b>	<b>136 (36%)</b>	<b>391</b>	<b>166 (42%)</b>

\*Previous charts displayed hispanic applicants separately, those applicants have been strictly categorized by race in figure 6. Duplicates were found in certain data which resulted in small modifications to the numbers listed in figure 6.

- 10) By April 1, 2023, research the possibility of providing sign-on bonuses as a recruitment strategy, as multiple agencies provide sign-on bonuses and failure to investigate this as a potential benefit leaves NRP at a competitive disadvantage. Sign-on bonuses give diverse applicants one more reason to join NRP. Other agencies already offer sign-on bonuses.
- 11) As a result of an approved supplemental budget request made by NRP, which was granted earlier in FY23, NRP will hire a marketing company to assist with NRP’s recruitment materials and create ads for media sources that reach diverse communities.
- 12) By January, 2023 NRP will add a specific budget code for the Recruitment and Cadet Section, so the agency can earmark funding for recruitment and track costs. This tracking will include

cost/benefit analysis to determine which recruitment activities are working to increase diversity and which are not.

- 13) Starting with the next application process, NRP will expand physical fitness and written testing sites to more regions of the state, including urban and rural areas, to improve access.
- 14) NRP will consider using additional social media platforms and ensure that social media posts reflect our goals for diversity and inclusion. Reaching more underrepresented communities and gaining more agency recognition could help increase the number of minority applicants.
- 15) As more HR personnel are hired, ensure that several are assigned exclusively to NRP, as NRP will benefit if DNR's HR unit is fully staffed and given specific training for the complexities of hiring and promoting police officers.
- 16) As funds and staffing allow, add one or more civilian polygraphists to the Background Investigation Section to help reduce the time it takes to conduct a background investigation.
- 17) Starting as soon as possible, offer jobs as soon as hire decisions are made, and allow newly-hired personnel to work in other roles until the academy begins.
- 18) Attend recruitment events with Ocean City Police Department and similar agencies to recruit seasonal police officers looking for full-time employment. These seasonal police officers are already interested in the profession and have been previously vetted, making them excellent candidates for employment with NRP.
- 19) Through strategic recruitment in key parts of the state where vacancies are present, reassure applicants that we will consider their residential preference. Some applicants have indicated a reluctance to join the force due to fear of being relocated upon hire.
- 20) Prior to the next promotional cycle, investigate the potential to eliminate the requirement for those seeking promotions to "apply" on DBM's website; instead, simply create an eligibility list and invite those on the list to test.
- 21) By July 1, 2023, expand training opportunities for civilians by creating an easy-to-use internal site that outlines training available.
- 22) As opportunities and funding allow, convert long-term contractual positions to permanent positions. Full-time positions with benefits are more attractive to applicants seeking career opportunities, and it is expected that the overall number of applicants will increase, a percentage of that increase will be minorities.
- 23) Identify jobs currently held by sworn personnel that are more suitable for civilians. Adding civilian positions will increase the number of job opportunities available.
- 24) Express employee appreciation by ensuring both civilians and LEOs are eligible for recognitions such as the "Employee of the Month" award and encourage nominations of civilians to bolster morale, assist with retention, and promote a positive work environment.
- 25) By February 2023, establish a "Diversity Focus Group," which will meet quarterly, beginning March, 2023. Original members of the Workgroup will be invited to participate.

## PROMOTING DIVERSITY

### Plans to Promote Diversity Among Managerial and Leadership Positions

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The hallmark of NRP's promotional process has always been to base employment and promotion decisions on non-discriminatory data such as individual qualifications, experience, and skills. This policy aimed to further solidify NRP's commitment to create a diverse and inclusive workplace in which all members feel they can make meaningful contributions to NRP's mission and have an equal opportunity to advance. As NRP continues to increase in size, more promotional opportunities will be



available. Ensuring a diverse and well-trained workforce will translate over time to more diversity in managerial and leadership positions.

Additionally, NRP will solicit interest from agency personnel when allied agencies request assessors for their promotional boards. This opportunity provides valuable insight into the promotional testing process by allowing participants to understand what is necessary to be successful in their own oral board interview.

To prepare personnel for management and leadership roles, the agency recently implemented free online training for every member agency via PoliceOne. These web-based trainings are free and easy to locate, and do not require pre-approval, so members can take advantage of the training anytime and anywhere an internet connection is available. Further, changes were made to the approval process for outside training requests resulting in the superintendent reviewing each decision, even if the training had been previously denied by another member. This process revision ensures that training approvals are based on relevance, funding, and inclusion.

Currently, the promotional process scoring starts with categorizing each officer into three bands (best qualified, better qualified and qualified) depending on their score. Each list is then randomized by a computer. This step is intended to eliminate the potential for any bias. The list is then provided to NRP. Promotions start with the first person in the best qualified list, and end with the last person on the qualified list. The list is valid for approximately one year. Skipping or going out of order can only occur when the employee exclude themselves from the opportunity.

NRP contracts with an independent vendor who specializes in creating fair, impartial, and unbiased promotional materials and tests, to eliminate the potential for and even the perception of bias – thereby enhancing the promotional process. The below list highlights several aspects of NRP's promotional process:

1. The vendor developed a standardized scoring mechanism for the oral interview board, with input from a group of subject matter experts selected based upon diversity.
2. Test preparation materials are created by the vendor, selected for test development, and distributed to promotional candidates six months before the test administration date.
3. Class sessions for test preparation are administered at least ninety days before the test administration date. Classes are held all over the state to ensure access, and a makeup date is offered in a central location within the state. These classes help create confidence in the testing process, define and explain individual learning styles, address time management strategies, review study techniques, and identify strategies for a successful oral board interview.
4. Each candidate is given a reasonable opportunity to attend an in-person class, on-duty time.
5. DNR HR typically hosts retirement seminars which outline why promotions are beneficial for post-retirement income.

The agency plans to develop and maintain a relevant listing of reasons offered for not participating in promotional processing and attempt to mitigate or eliminate those reasons. We will also recruit a diverse panel of assessors from other conservation and traditional police agencies from the Northeast and mid-Atlantic states to conduct and score candidate performance based upon standardized metrics provided by the vendor.

# DIVERSITY AND IMPLICIT BIAS TRAINING

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NRP stands strongly against and explicitly prohibits, in policy and practice, racial discrimination of any type, including discrimination against any individual or group and racial profiling. In 2020, NRP contracted with Lexipol, a nationwide leader in police policy and best practices. Our relationship with Lexipol helps ensure that our policies and procedures are up to date and comply with federal and state law, and national best practices. The agency doubled down on its commitment to stand against racial profiling when it contracted with Lexipol because these policy acknowledgments provide greater employee accountability. Lexipol provides a user interface that includes policy releases, updates and automatically archives old policy versions. Lexipol also provides regular updates to its policy based on state and federal law changes.

Another important component of ensuring an inclusive and engaging workplace is training. The Entry Level Training Section provides implicit bias and bias-based policing training to each academy class. Additionally, DNR has conducted implicit bias training for all employees, including NRP employees sworn and civilian. NRP's Strategic Planning and Leadership Development Coordinator has been committed to providing training regarding implicit bias and its effects for all agency personnel. First provided was "Emotional Intelligence" training to all supervisory levels at NRP, which included a block on implicit bias.

The agency's key development program, which has the full support of the superintendent, is the Leadership, Education, and Development Program, or "L.E.A.D. Program". The program is highly coveted and available to all supervisory ranks. The two courses which comprise the L.E.A.D. Program contain modules which focus on topics such as implicit bias, what it is, and how to combat it. The implicit bias modules are highly interactive and continued training will occur annually, as research suggests implicit bias training is best done over the course of time, not a "one-and-done" solution. The superintendent strongly believes that the L.E.A.D. Program and other training courses will help create a more inclusive, happier workforce, which will help cultivate diversity in the future.

The Training Unit is working to provide two additional training courses that would address recommendations from the Police Reform & Accountability in Maryland Report. The first is "Ethical Policing Is Courageous" (EPIC), which is an 8-hour peer intervention program that teaches officers, regardless of rank, how to intervene to stop a wrongful action or mistake before they occur, including bias-related actions. The class emphasizes the duty every law enforcement officer has to intervene when they observe another officer involved in misconduct. This training will be implemented beginning in the first half of CY23.

The second course is a 16-hour course entitled Integrating Communication, Assessment, and Tactics (ICAT). This course gives officers additional tools to help de-escalate incidents and encourage out-of-the-box thinking for situations where an individual is armed with something other than a firearm, and how implicit biases and past officer traumas can affect split-second decisions, and how to combat those biases. This training will be implemented during the first half of CY23.

These classes reiterate that police wrongdoing *anywhere* leads to a loss of trust in police *everywhere*.

## PLANS TO ADDRESS IMPLICIT BIAS AMONG NRP'S WORKFORCE

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For several years, NRP has provided many avenues by which a citizen can submit a compliment or complaint regarding an officer's performance. The agency created an online form that citizens can use to submit a compliment or complaint electronically. Each and every compliment or complaint is reviewed, processed and handled. As part of the agency's commitment to those who speak a language other than English, the agency updated the compliment/complaint link in Spanish. Providing a simple process allows the agency a greater degree of documented feedback from the public on officer performance. This allows the agency to identify potential officer biases so that immediate corrective action can be taken.

As part of the Police Accountability Act of 2021, the agency created a bilingual abbreviated compliment and complaint form that could be submitted a number of different ways, making it easier to submit a compliment or complaint about an officer. Further, the agency created signs for each installation open to the public, outlining exactly how a citizen can submit a compliment or complaint on a member, and what to expect during and after submittal. These signs are required by policy and Maryland law to be displayed in a conspicuous manner.

The Maryland NRP has also begun the procurement process for the purchase of nearly 250 body worn cameras (BWC) at the beginning of FY23, and a pilot program with Axion is currently underway. The agency plans to be fully outfitted in the beginning of 2023, almost three years ahead of schedule. In addition, NRP policy requires supervisors to review BWC footage in specified circumstances, which can help identify implicit bias-related issues.

In fall 2022, the agency implemented "Blue Team" and "IA Pro," software solutions used to quickly and effectively compile, track, and process officer complaints, departmental crashes, vehicle pursuits, firearm discharges, use of force incidents, show of force incidents and on-duty injuries. These software platforms ensure all incidents are documented and routed through the proper channels with accountability and efficiency, and act as an early warning system. The early warning system can also help identify implicit bias-related issues.

Oversight provided by the use of body-worn cameras, combined with world-renowned internal affairs tracking software and yearly implicit bias training will serve as a force multiplier to help identify—and reduce—implicit bias within the agency.

## PLANS TO PROMOTE DIVERSITY THROUGH RECRUITMENT AND RETENTION EFFORTS

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In addition to the previously outlined strategies, NRP is working with outside entities and community partners. For example, NRP is proud of its partnership with the United States military to help identify diverse, qualified candidates. NRP is also proud to have as its current supervisor of the Recruitment and Cadet Section a former captain with the Maryland Army National Guard.

In addition to these efforts, NRP has attended numerous job fairs in high schools and colleges in the Baltimore metro area and Prince George's County. We are partnered with the Cherry Hill Optimist Club in Baltimore City and assist in educating youth about a career with NRP. NRP also participates in outreach activities such as National Night Out and Shop with a Cop to promote positive community relationships with Maryland youth.

"Q&A" sessions are done by agency recruiters both in person and virtually. In person Q&A sessions are typically held in Baltimore City, Montgomery, and Prince George's counties.

NRP continues to partner with HBCUs for recruitment. Recruitment efforts are focused in Prince George's, Montgomery, Howard, and Baltimore counties, and Baltimore City. Recruiters spend time at job fairs at the University of Maryland Eastern Shore. Recruiters ensure that a steady supply of brochures, pamphlets and handouts are in place at community colleges, universities, and military bases. NRP will strengthen its efforts in recruiting at HBCUs by increasing HBCU recruiter visits by 20% in 2023 and beyond, subject to funding, personnel and HBCU job fair availability.

## PLANS TO STRENGTHEN DISCIPLINARY POLICIES

### Current Disciplinary Policies Related to Improper Social Media Usage and Racially Insensitive or Otherwise Discriminatory Actions

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NRP has an established social media policy covered under Policy (POL) 1029. Within the policy, specific guidelines are provided for acceptable social media usage. The agency reserves the right to monitor all social media of NRP employees to ensure their online conduct does not impede its mission. Policies are created and provided to the agency by Lexipol, a world leader in police best practices. Lexipol vets and validates NRP's policies. Actions prohibited by POL 1029 generally include:

- a. *Speech or expression made pursuant to an official duty that tends to compromise or damage the mission, function, reputation, or professionalism of the Agency or its members.*
- b. *Speech or expression that, while not made pursuant to an official duty, is significantly linked to, or related to, the Agency and tends to compromise or damage the mission, function, reputation, or professionalism of the Agency or its members. Examples may include:*
  1. *Statements that indicate disregard for the law or the state or U.S. Constitutions.*
  2. *Expression that demonstrates support for criminal activity.*
  3. *Participation in sexually explicit photographs or videos for compensation or distribution.*
- c. *Speech or expression that could reasonably be foreseen as having a negative impact on the credibility of the member as a witness. For example, posting statements or expressions to a website that glorify or endorse dishonesty, unlawful discrimination, or illegal behavior.*
- d. *Speech or expression of any form that could reasonably be foreseen as having a negative impact on the safety of the members of the Agency (e.g., a statement on a blog that provides specific details as to how and when prisoner transportations are made could reasonably be foreseen as potentially jeopardizing employees by informing criminals of details that could facilitate an escape or attempted escape).*
- e. *Speech or expression that is contrary to the canons of the Law Enforcement Code of Ethics as adopted by the Agency.*
- f. *Use or disclosure, through whatever means of any information, photograph, video, or other recording obtained or accessible as a result of employment or appointment with the Agency for financial or personal gain, or any disclosure of such materials without the express authorization of the Superintendent or the authorized designee.*
- g. *Addressing public gatherings, appearing on radio or television, or preparing any article for publication in an official capacity without first having obtained permission from their Commanding Officer, PIO, or the Attorney General's Office as appropriate.*

- h. Posting, transmitting, or disseminating any photographs, video or audio recordings, likenesses, or images of agency logos, emblems, uniforms, badges, patches, marked vehicles, equipment, or other material that specifically identifies the Maryland Natural Resources Police on any personal or social networking or other website or web page, without the express authorization of the Superintendent.*

*Members must take reasonable and prompt action to remove any content, including content posted by others, that is in violation of this policy from any web page or website maintained by the employee (e.g., social or personal website).*

In July 2022, the Police Accountability Act was enacted, which created the “Uniform Disciplinary Matrix,” a statewide standard for applying police discipline. The implementation of Uniform Disciplinary Matrix ensures that discipline for misconduct is applied uniformly. The Uniform Disciplinary Matrix categorizes social media violations as “Category B” violations. The penalty for these violations range from a “Letter of Reprimand” to up to three days of loss of leave or loss of pay. Repeated offenses could result in four days of loss of leave or loss of pay. To improve trust and accountability, an independent statewide administrative charging committee now reviews investigations conducted by the Agency’s Internal Affairs Unit (IAU) and imposes disciplinary action based on the Uniform Disciplinary Matrix. While the majority of NRP’s social media policy is provided by Lexipol (these policies are validated by Lexipol’s legal team), members of the IAU continue to strengthen their ability to identify, respond to, and investigate policy violations by:

- Continuing to meet quarterly with the statewide Internal Affairs Leadership Group. These sessions allow for networking and information sharing between personnel from IAUs around Maryland, which is critical to navigating the legislative changes set forth in the Police Accountability Act.
- Attending training and continuing education courses instructed by the FBI Law Enforcement Executive Development Association (FBI-LEEDA) and other well-known sources. The FBI-LEEDA seminar teaches best practices for effective internal control mechanisms to promote enhanced accountability in the current environment of police reform.
- Attending NRP defensive tactics courses with personnel from the Office of the Attorney General. As a reviewer of use of force incidents, it is critical that the IAU understands the legal justification behind tactics employed by officers.

The IAU continues to enhance its ability to conduct thorough and impartial investigations and maintain trust and accountability with the community.

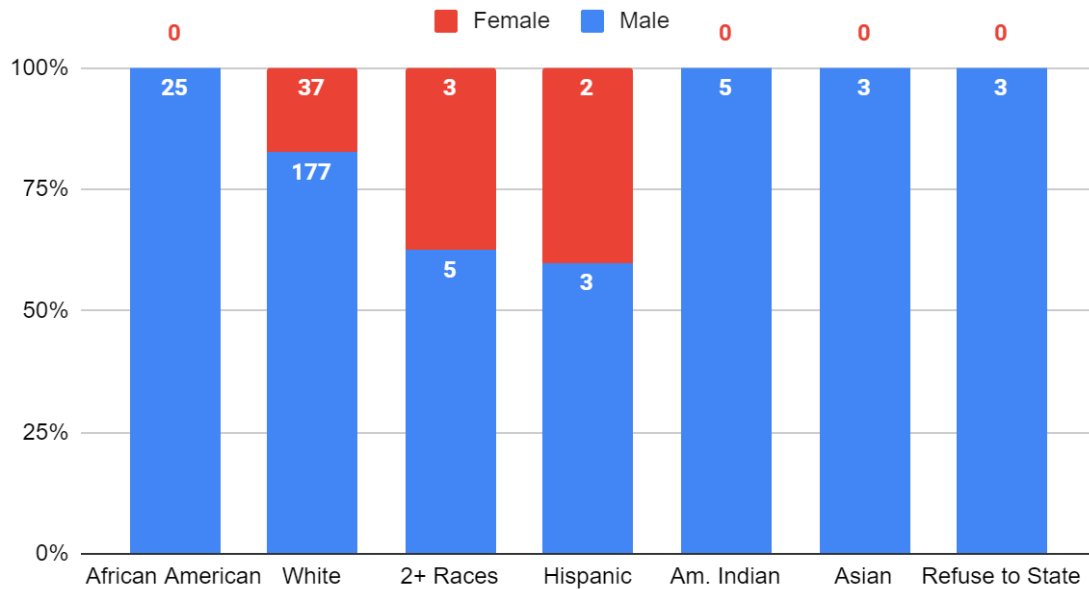
In conjunction with the new requirements set forth in the Police Accountability Act, in fall 2022, the Agency has purchased and implemented BlueTeam and IAPro software. This software improves complaint processing, routing, investigation, and tracking. It also allows IAU personnel to extract necessary data more easily, including trends of specific types of allegations. The IAPro component improves the Agency’s Early Warning Identification System, designed to track stressful events that may be detrimental to an officer’s well-being (complaints, use of force incidents, departmental accidents, critical incidents) so that commanders can intervene and provide assistance to officers before an event that requires discipline occurs.

# DEMOGRAPHIC BREAKDOWN

## Sworn and Civilian Employees for 2019-2021

Figure 7

### 2021 Sworn Agency Demographics

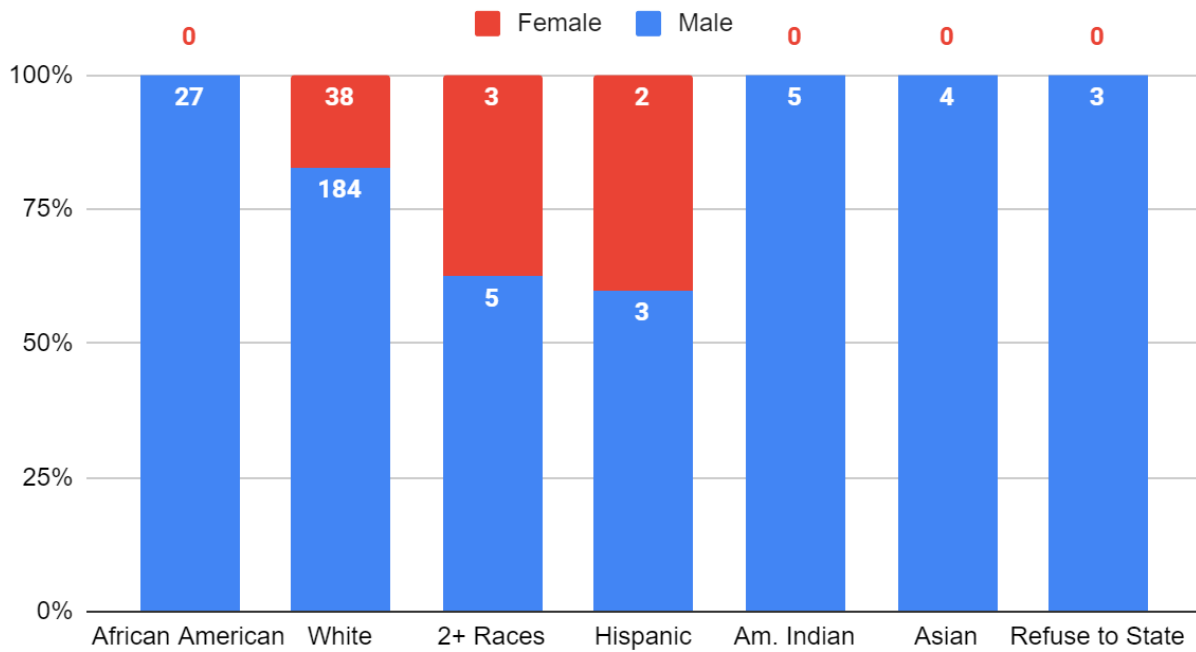


2021-SWORN PERSONNEL			
Race/Sex	% of Total Sworn	Race	% of Total Sworn
A/A Male	9.5%	African American	9.5%
A/A Fem	0.0%		
Hisp. Male	1.1%	Hispanic	1.9%
Hisp. Fem	0.8%		
Asian Male	1.1%	Asian	1.1%
Asian Fem	0.0%		
A/I Male	1.9%	American Indian	1.9%
A/I Fem	0.0%		
White Male	67.3%	Caucasian	81.4%
White Fem	14.1%		
2+ Male	1.9%	2 or more races	3.0%
2+ Fem	1.1%		
Total Sworn: 263			
Total Male Sworn: 221 / 84.03%			
Total Female Sworn: 42 / 15.97%			
Total Refuse to State Ethnicity: 3 / 1.14%			

(Source: NRP HR Section, July, 2021)

Figure 8

### 2020 Sworn Agency Demographics

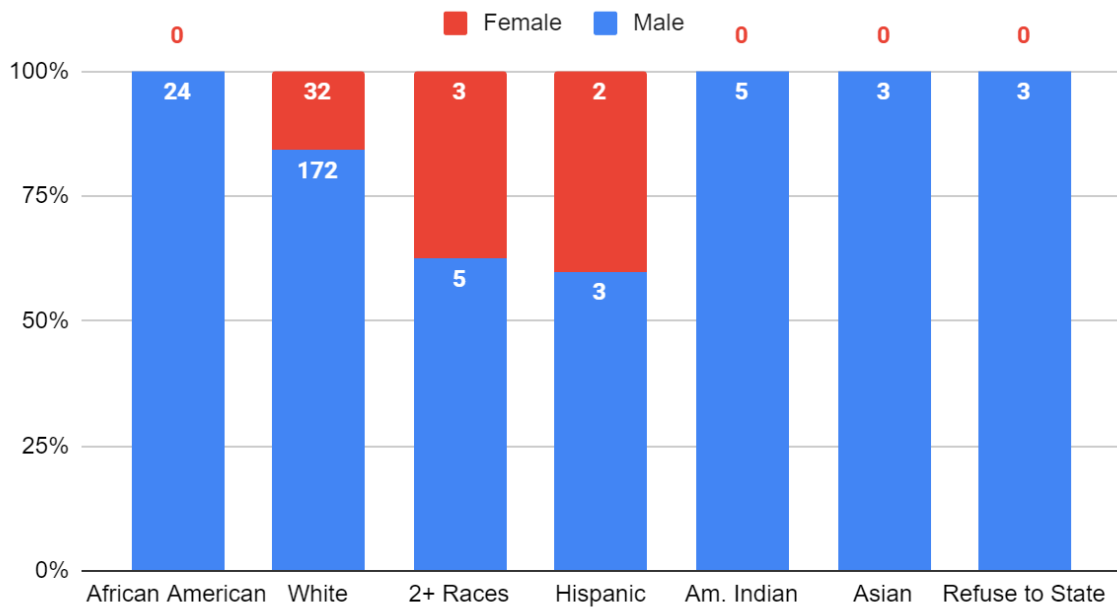


2020-SWORN PERSONNEL			
Race/Sex	% of Total Sworn	Race	% of Total Sworn
A/A Male	9.9%	African American	9.9%
A/A Fem	0.0%		
Hisp. Male	1.1%	Hispanic	1.8%
Hisp. Fem	0.7%		
Asian Male	1.5%	Asian	1.5%
Asian Fem	0.0%		
A/I Male	1.8%	American Indian	1.8%
A/I Fem	0.0%		
White Male	67.2%	Caucasian	81.0%
White Fem	13.9%		
2+ Male	1.8%	2 or more races	2.9%
2+ Fem	1.1%		
Total Sworn: 274			
Total Male Sworn: 231 / 84.31%			
Total Female Sworn: 43 / 15.69%			
Total Refuse to State Ethnicity: 3 / 1.09%			

(Source: NRP HR Section, July, 2020)

**Figure 9**

### 2019 Sworn Agency Demographics



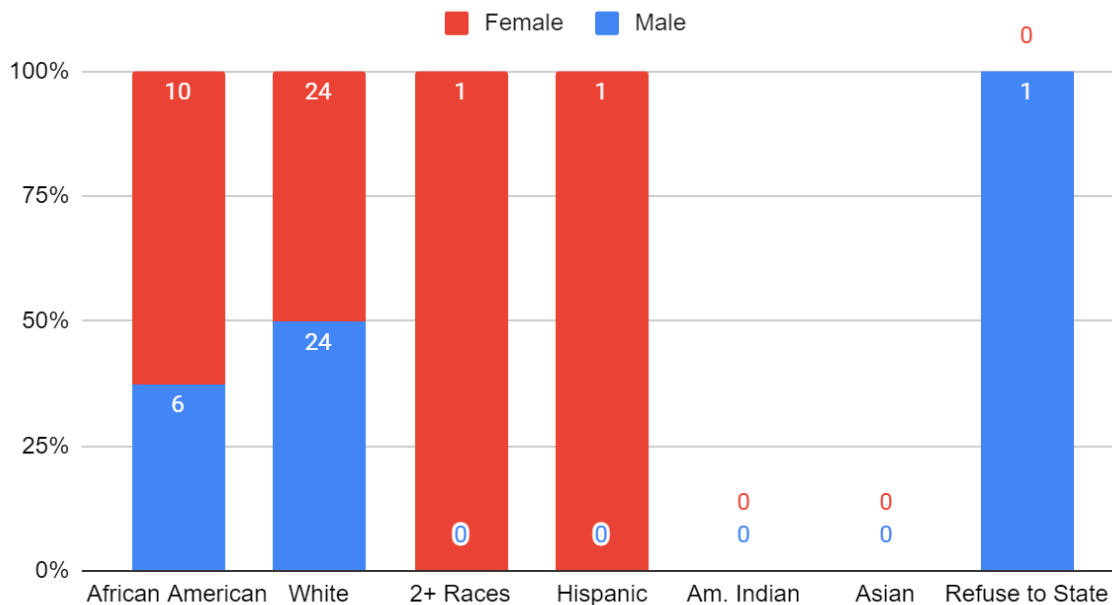
2019-SWORN PERSONNEL			
Race/Sex	% of Total Sworn	Race	% of Total Sworn
A/A Male	9.5%	African American	9.5%
A/A Fem	0.0%		
Hisp. Male	1.2%	Hispanic	2.0%
Hisp. Fem	0.8%		
Asian Male	1.2%	Asian	1.2%
Asian Fem	0.0%		
A/I Male	2.0%	American Indian	2.0%
A/I Fem	0.0%		
White Male	68.3%	Caucasian	81.0%
White Fem	12.7%		
2+ Male	2.0%	2 or more races	3.2%
2+ Fem	1.2%		
Total Sworn: 252			
Total Male Sworn: 215 / 85.32%			
Total Female Sworn: 37 / 14.68%			
Total Refuse to State Ethnicity: 3 / 1.19%			

(Source: NRP HR Section, July, 2019)



Figure 10

### 2021 Civilian Agency Demographics

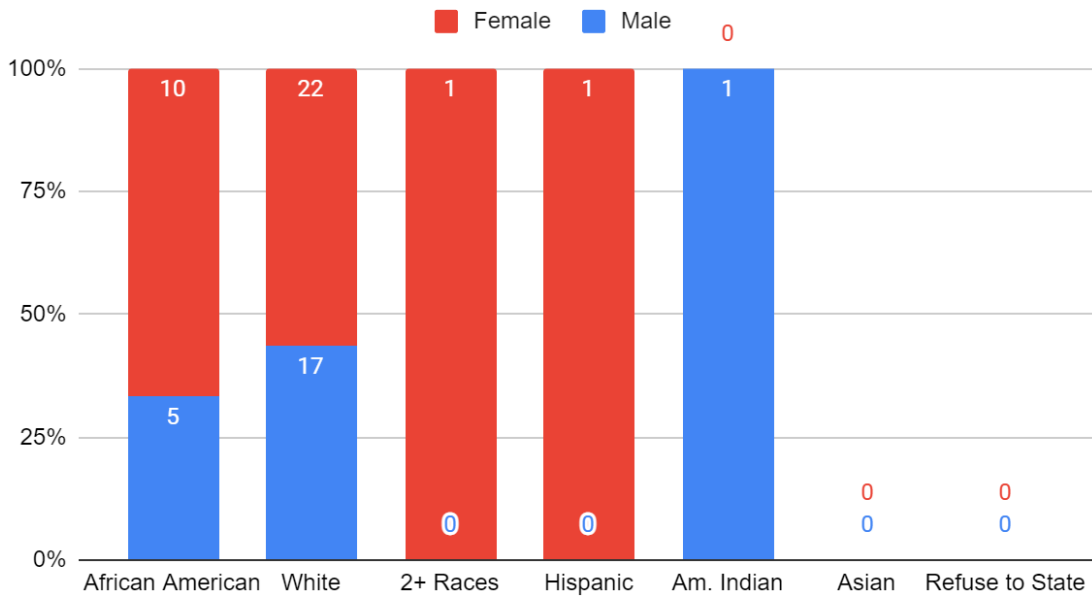


2021-CIVILIAN PERSONNEL			
Race/Sex	% of Total Civilian	Race	% of Total Civilian
A/A Male	9.0%	African American	23.9%
A/A Fem	14.9%		
Hisp. Male	0.0%	Hispanic	1.5%
Hisp. Fem	1.5%		
Asian Male	0.0%	Asian	0.0%
Asian Fem	0.0%		
A/I Male	0.0%	American Indian	0.0%
A/I Fem	0.0%		
White Male	35.8%	Caucasian	71.6%
White Fem	35.8%		
2+ Male	0.0%	2 or more races	1.5%
2+ Fem	1.5%		
Total Civilian: 67			
Total Male Civilian: 31 / 46.27%			
Total Female Civilian: 36 / 53.73%			
Total Refuse to State Ethnicity: 1 / 1.49%			

(Source: NRP HR Section, July, 2021)

Figure 11

### 2020 Civilian Agency Demographics

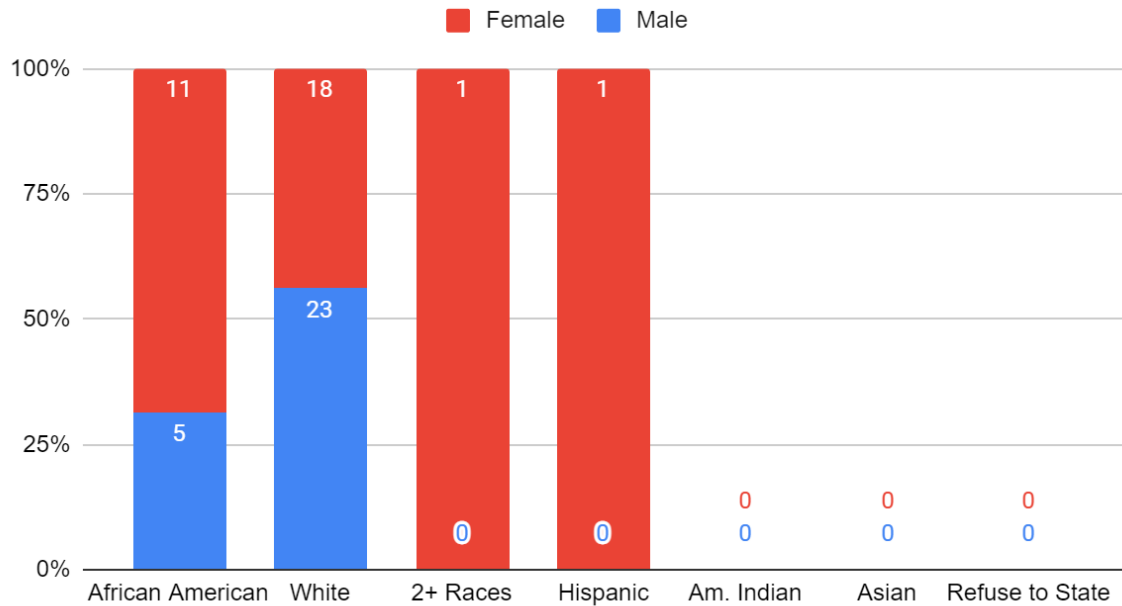


2020-CIVILIAN PERSONNEL			
Race/Sex	% of Total Civilian	Race	% of Total Civilian
A/A Male	8.8%	African American	26.3%
A/A Fem	17.5%		
Hisp. Male	0.0%	Hispanic	1.8%
Hisp. Fem	1.8%		
Asian Male	0.0%	Asian	0.0%
Asian Fem	0.0%		
A/I Male	1.8%	American Indian	1.8%
A/I Fem	0.0%		
White Male	29.8%	Caucasian	68.4%
White Fem	38.6%		
2+ Male	0.0%	2 or more races	1.8%
2+ Fem	1.8%		
Total Civilian: 57			
Total Male Civilian: 23 / 40.35%			
Total Female Civilian: 34 / 59.65%			
Total Refuse to State Ethnicity: 0 / .%			

(Source: NRP HR Section, July, 2020)

Figure 12

### 2019 Civilian Agency Demographics

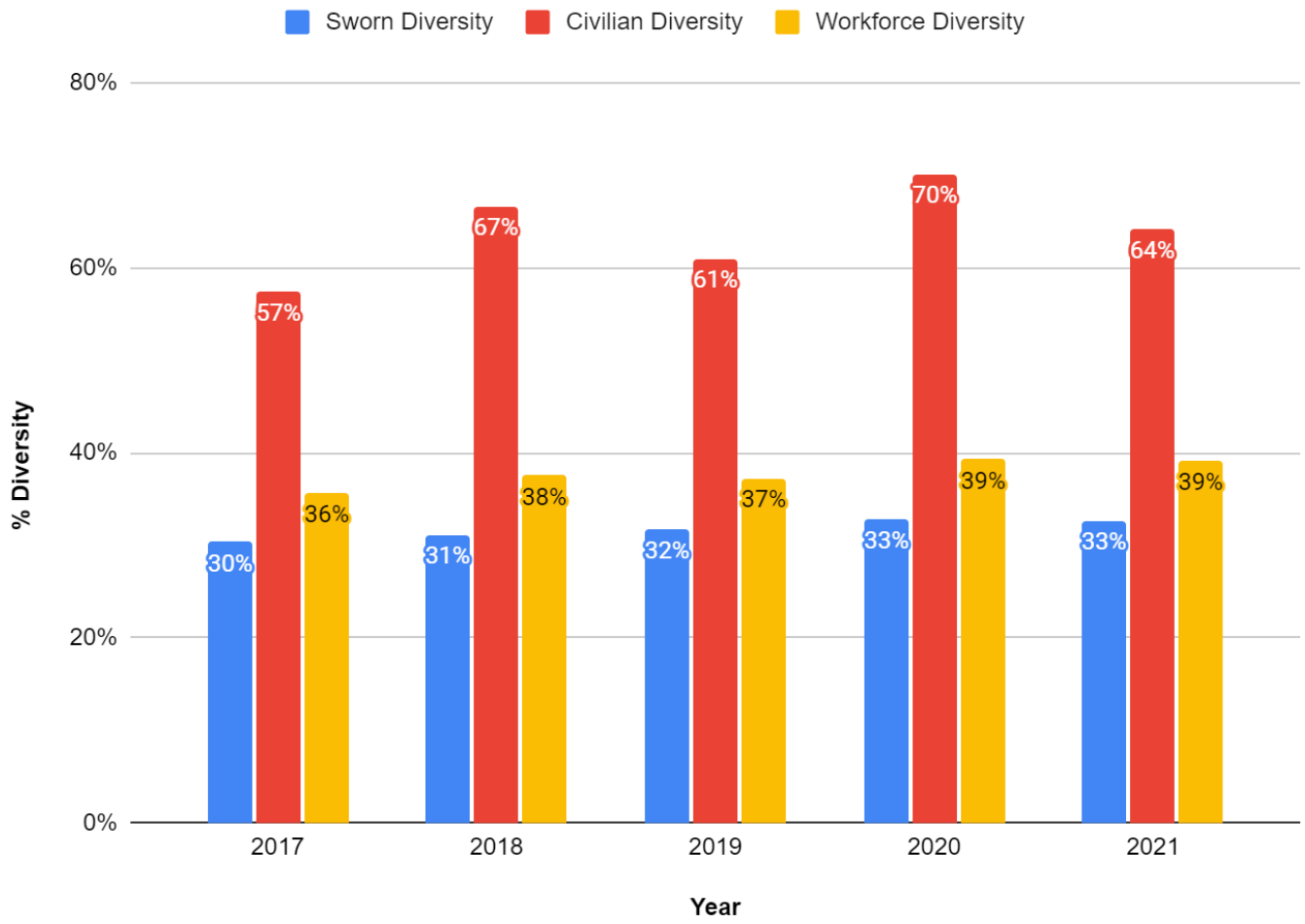


2019-CIVILIAN PERSONNEL			
Race/Sex	% of Total Civilian	Race	% of Total Civilian
A/A Male	8.5%	African American	27.1%
A/A Fem	18.6%		
Hisp. Male	0.0%	Hispanic	1.7%
Hisp. Fem	1.7%		
Asian Male	0.0%	Asian	0.0%
Asian Fem	0.0%		
A/I Male	0.0%	American Indian	0.0%
A/I Fem	0.0%		
White Male	39.0%	Caucasian	69.5%
White Fem	30.5%		
2+ Male	0.0%	2 or more races	1.7%
2+ Fem	1.7%		
Total Civilian: 59			
Total Male Civilian: 28 / 47.46%			
Total Female Civilian: 31 / 52.54%			
Total Refuse to State Ethnicity: 0 / .%			

(Source: NRP HR Section, July, 2019)

Figure 13

### Natural Resources Police Workforce Diversity



(Source: NRP HR Section, July, 2022)

# DEMOGRAPHIC BREAKDOWN

## Attrition Rates from 2019-2021

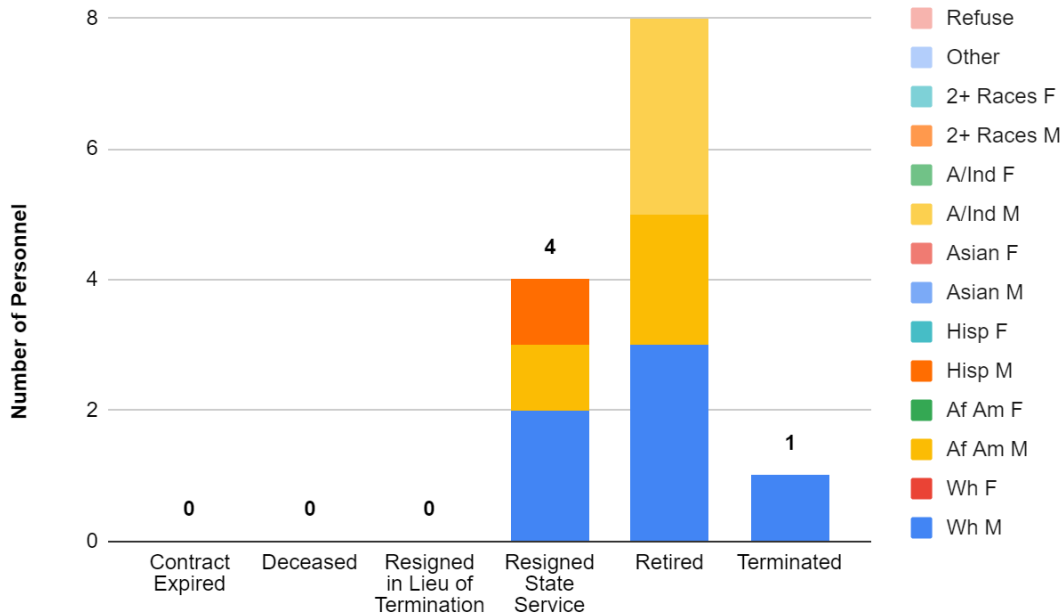
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At the beginning of FY23, the agency was authorized to have 275 sworn personnel and 69 civilian personnel. As of July, 2022, NRP had 12 sworn vacancies and 15 civilian vacancies. The agency seated Class 63 on February 9, 2022, which consists of 14 NRP officer candidates who are expected to graduate in October, 2022. Of those 14 NRP candidates, one is African American and four are females, including one hispanic female, for a total diversity of nearly 36%. In October, 2020, Class 62 graduated 27 officer candidates; three or 11% were African American and five or 19% were female, for a total diversity of almost 30%. The agency did not have an academy class in 2021 or 2019. The agency is currently processing applications for Class 64, which is expected to begin February, 2023.

Charts begin on the next page.

Figure 14

### Demographics of Sworn Employee Separations, 2021

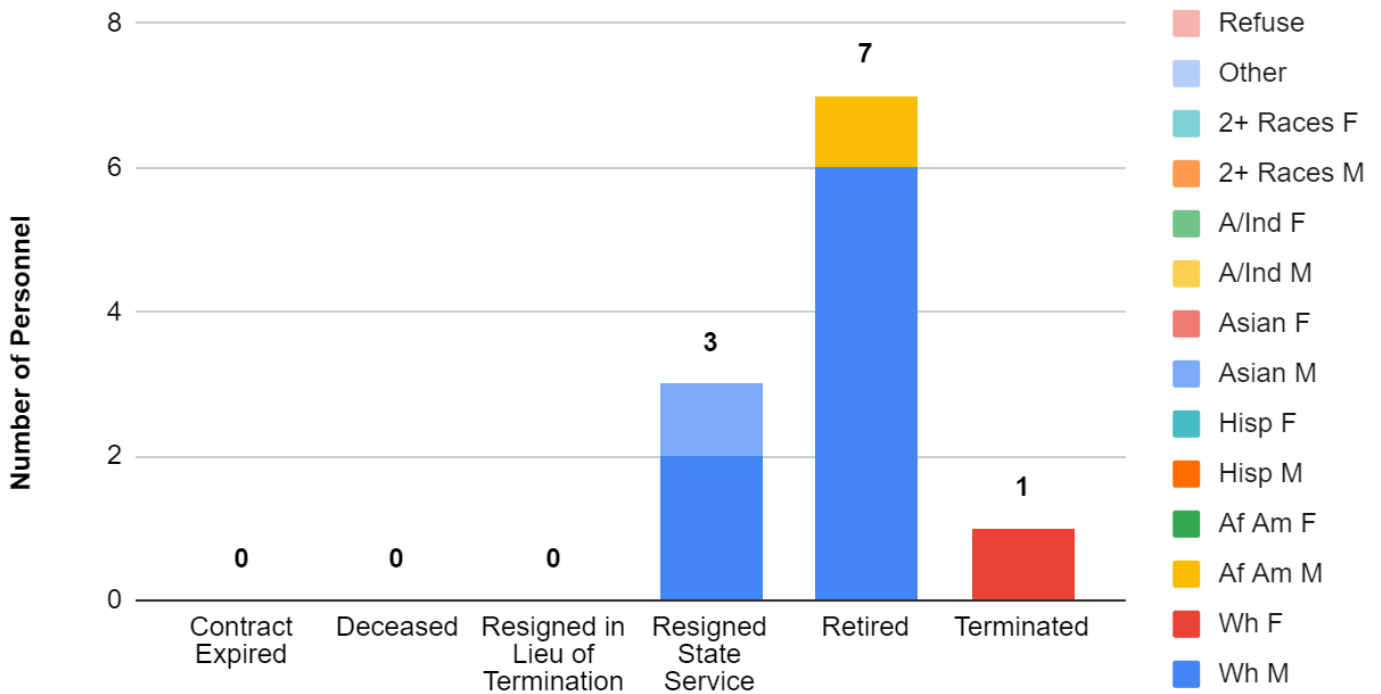


2021—Sworn			
Race /Sex	Attrition Rate	Race	Attrition Rate
A/A Male	1.2%	African American	1.2%
A/A Fem	0.0%		
Hisp. Male	0.4%	Hispanic	0.4%
Hisp. Fem	0.0%		
Asian Male	0.0%	Asian	0.4%
Asian Fem	0.0%		
A/I Male	1.2%	American Indian	1.2%
A/I Fem	0.0%		
White Male	2.3%	Caucasian	2.3%
White Fem	0.0%		
2+ Male	0.0%	2 or more races	0.0%
2+ Fem	0.0%		
Total sworn employees: 256			
Total sworn separated: 13 Attrition Rate: 5.0%			
Total males separated: 13 Attrition Rate: 5.0%			
Total females separated: 0 Attrition Rate: 0%			

(Source: NRP HR Section, July, 2021)

Figure 15

## Demographics of Sworn Employee Separations, 2020

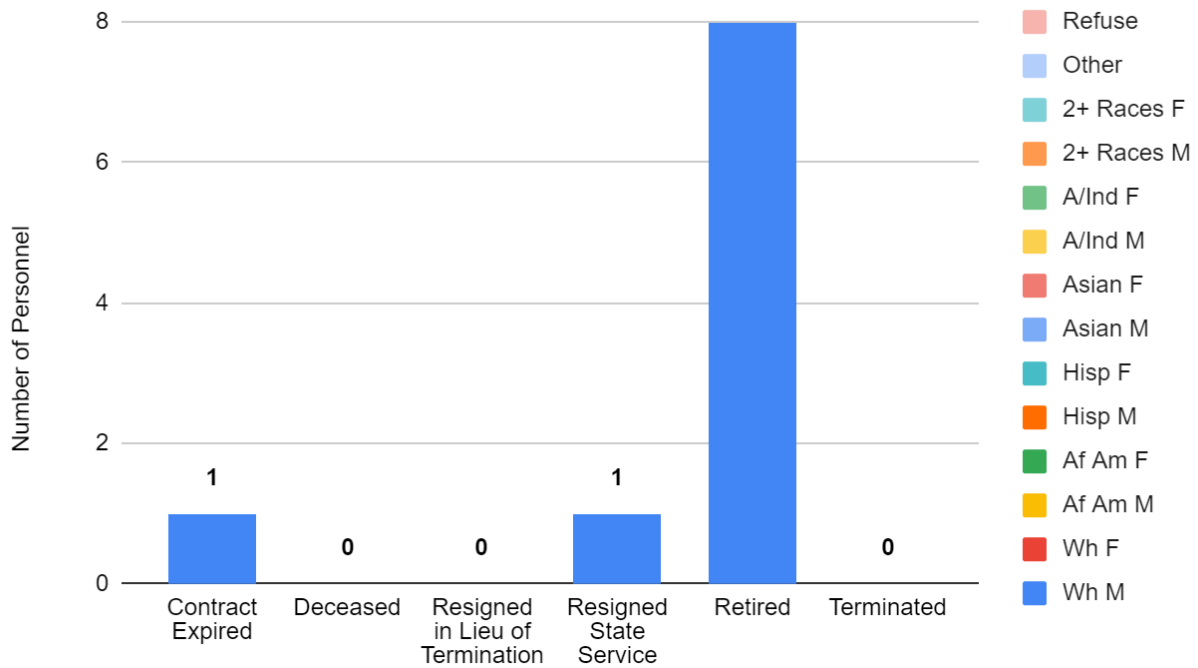


2020—Sworn			
Race /Sex	Attrition Rate	Race	Attrition Rate
A/A Male	0.4%	African American	0.4%
A/A Fem	0.0%		
Hisp. Male	0.0%	Hispanic	0.0%
Hisp. Fem	0.0%		
Asian Male	0.4%	Asian	0.4%
Asian Fem	0.0%		
A/I Male	0.0%	American Indian	0.0%
A/I Fem	0.0%		
White Male	2.9%	Caucasian	3.3%
White Fem	0.4%		
2+ Male	0.0%	2 or more races	0.0%
2+ Fem	0.0%		
Total sworn employees: 273			
Total sworn separated: 11 Attrition Rate: 4.0%			
Total males separated: 10 Attrition Rate: 3.7%			
Total females separated: 1 Attrition Rate: 0.3%			

(Source: NRP HR Section, July, 2020)

Figure 16

### Demographics of Sworn Employee Separations, 2019



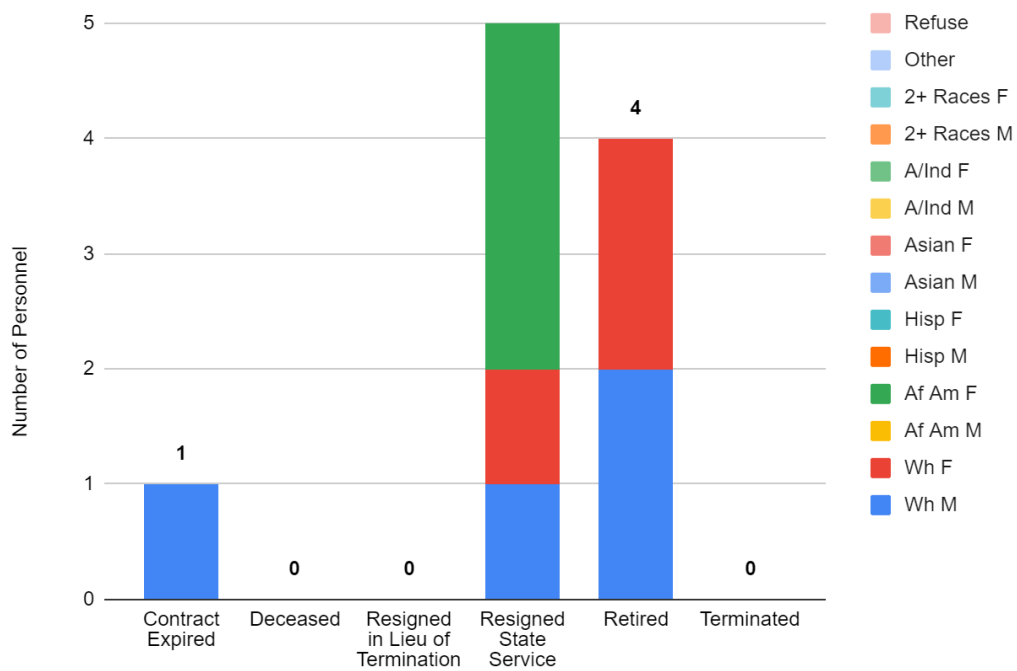
2019--Sworn			
Race /Sex	Attrition Rate	Race	Attrition Rate
A/A Male	0.0%	African American	0.0%
A/A Fem	0.0%		
Hisp. Male	0.0%	Hispanic	0.0%
Hisp. Fem	0.0%		
Asian Male	0.0%	Asian	0.0%
Asian Fem	0.0%		
A/I Male	0.0%	American Indian	0.0%
A/I Fem	0.0%		
White Male	4.0%	Caucasian	4.0%
White Fem	0.0%		
2+ Male	0.0%	2 or more races	0.0%
2+ Fem	0.0%		
Total sworn employees: 252			
Total sworn separated: 10 Attrition Rate: 4.0%			
Total males separated: 10 Attrition Rate: 4.0%			
Total females separated: 0 Attrition Rate: 0%			

(Source: NRP HR Section, July, 2019)



Figure 17

### Demographics of Civilian Employee Separations, 2021

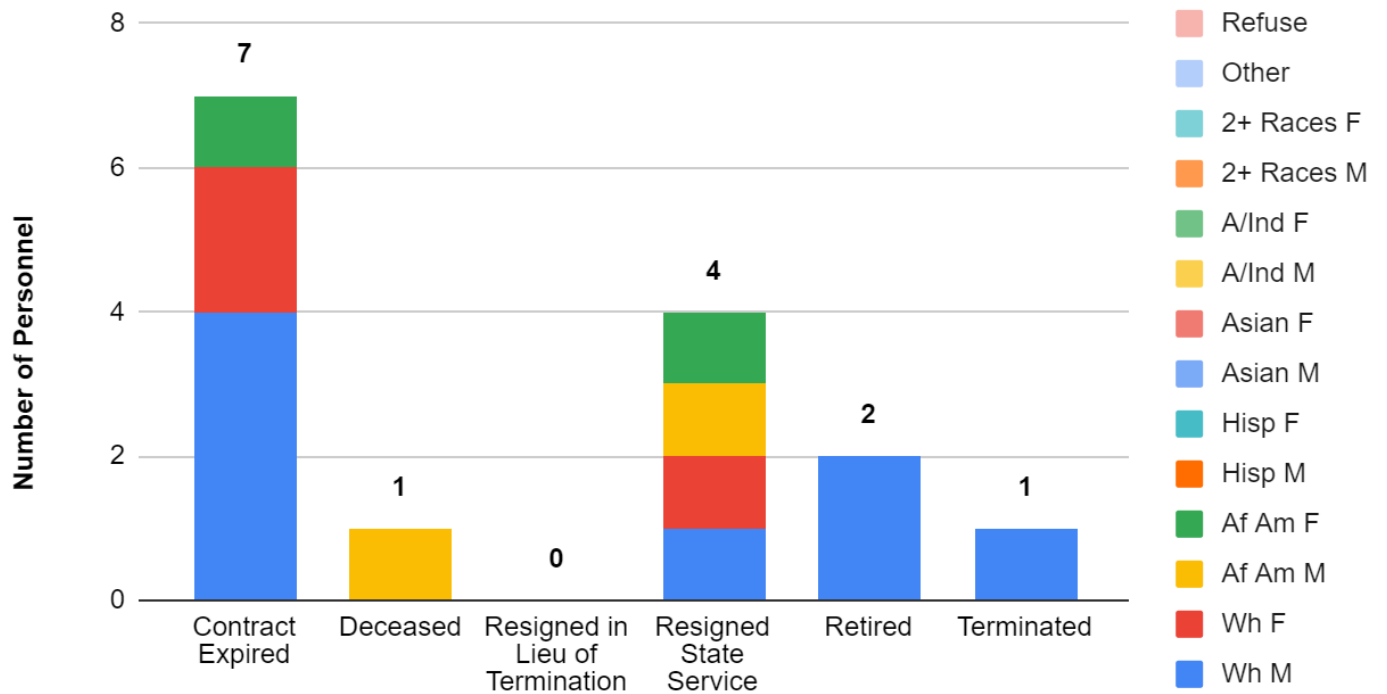


2021-Civilian			
Race /Sex	Attrition Rate	Race	Attrition Rate
A/A Male	0.0%	African American	5.3%
A/A Fem	5.3%		
Hisp. Male	0.0%	Hispanic	0.0%
Hisp. Fem	0.0%		
Asian Male	0.0%	Asian	0.0%
Asian Fem	0.0%		
A/I Male	0.0%	American Indian	0.0%
A/I Fem	0.0%		
White Male	7.0%	Caucasian	12.3%
White Fem	5.3%		
2+ Male	0.0%	2 or more races	0.0%
2+ Fem	0.0%		
Total civilian employees: 57			
Total civilians separated: 10 Attrition Rate: 17.5%			
Total males separated: 4		Attrition Rate: 7.0%	
Total females separated: 6		Attrition Rate: 10.5%	

(Source: NRP HR Section, July, 2021)

Figure 18

## Demographics of Civilian Employee Separations, 2020

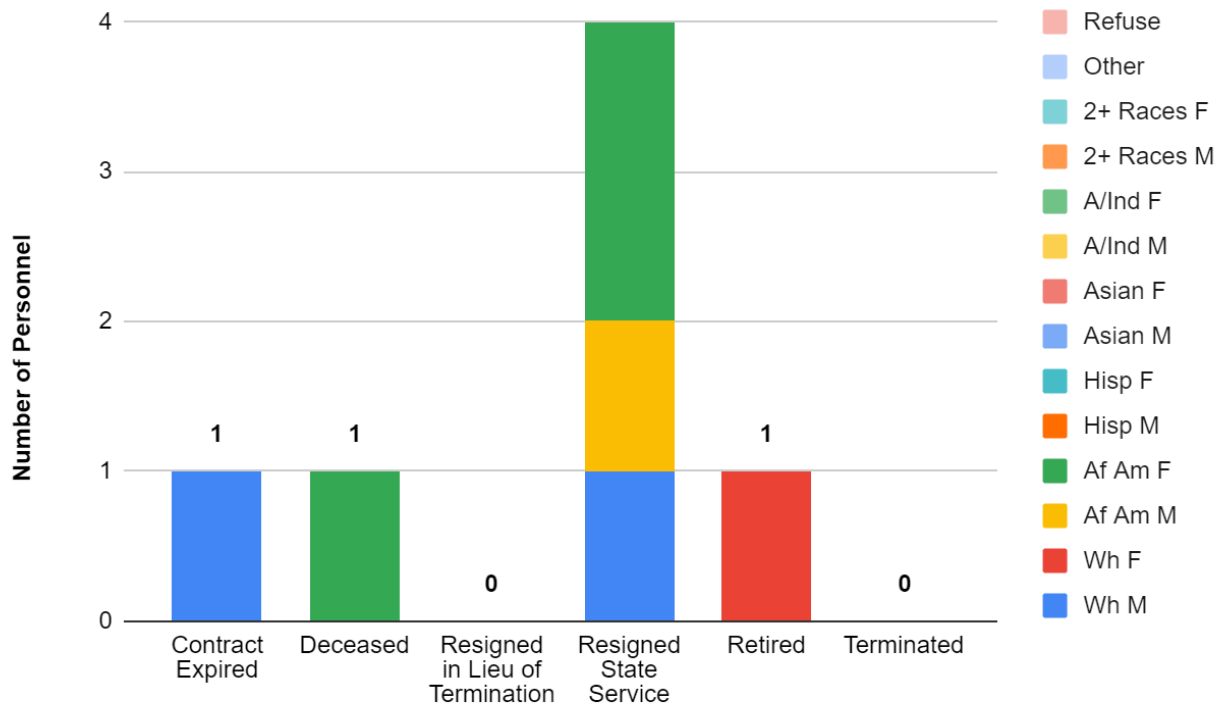


2020-Civilian			
Race /Sex	Attrition Rate	Race	Attrition Rate
A/A Male	4.1%	African American	8.2%
A/A Fem	4.1%		
Hisp. Male	0.0%	Hispanic	0.0%
Hisp. Fem	0.0%		
Asian Male	0.0%	Asian	0.0%
Asian Fem	0.0%		
A/I Male	0.0%	American Indian	0.0%
A/I Fem	0.0%		
White Male	16.3%	Caucasian	22.4%
White Fem	6.1%		
2+ Male	0.0%	2 or more races	0.0%
2+ Fem	0.0%		
Total civilian employees: 49			
Total civilians separated: 15 Attrition Rate: 30.6%			
Total males separated: 10 Attrition Rate: 20.4%			
Total females separated: 5 Attrition Rate: 10.2%			

(Source: NRP HR Section, July, 2020)

Figure 19

### Demographics of Civilian Employee Separations, 2019



2019—Civilian			
Race /Sex	Attrition Rate	Race	Attrition Rate
A/A Male	2.0%	African American	7.9%
A/A Fem	5.9%		
Hisp. Male	0.0%	Hispanic	0.0%
Hisp. Fem	0.0%		
Asian Male	0.0%	Asian	0.0%
Asian Fem	0.0%		
A/I Male	0.0%	American Indian	0.0%
A/I Fem	0.0%		
White Male	3.9%	Caucasian	5.9%
White Fem	2.0%		
2+ Male	0.0%	2 or more races	0.0%
2+ Fem	0.0%		
Total civilian employees: 51			
Total civilians separated: 7 Attrition Rate: 13.7%			
Total males separated: 3 Attrition Rate: 5.9%			
Total females separated: 4 Attrition Rate: 7.8%			

(Source: NRP HR Section, July, 2019)

# DEMOGRAPHIC BREAKDOWN

## Managerial and Leadership Positions from 2019-2021

The HR Section identified all sworn managerial and leadership positions from 2019 through 2021 consisting of sworn employees holding the ranks of sergeant through lieutenant colonel, as illustrated below. For the same time period, all civilian managerial and leadership positions were identified and illustrated below.

**Figure 20**

2021-SWORN				2021-CIVILIAN			
Race/ Sex	% of Total Leadership Positions Held	Race	% of Total Leadership Positions Held	Race/ Sex	% of Total Leadership Positions Held	Race	% of Total Leadership Positions Held
WM	57.6%	Caucasian	74.2%	WM	40.0%	Caucasian	60.0%
WF	16.7%			WF	20.0%		
AA M	13.6%	African American	13.6%	AA M	20.0%	African American	40.0%
AA F	0.0%			AA F	20.0%		
HM	1.5%	Hispanic	3.0%	HM	0.0%	Hispanic	0.0%
HF	1.5%			HF	0.0%		
AM	1.5%	Asian	1.5%	AM	0.0%	Asian	0.0%
AF	0.0%			AF	0.0%		
AI M	4.5%	American Indian	4.5%	AI M	0.0%	American Indian	0.0%
AI F	0.0%			AI F	0.0%		
2+M	1.5%	2+ Races	3.0%	2+M	0.0%	2+ Races	0.0%
2+F	1.5%			2+F	0.0%		
O/M	0.0%	Other	0.0%	O/M	0.0%	Other	0.0%
O/F	0.0%			O/F	0.0%		
Total Sworn in Leadership Positions: 66				Total Civilians in Leadership Positions: 10			
Total Males in Leadership Positions: 53 / 80.3%				Total Males in Leadership Positions: 6 / 60%			
Total Females in Leadership Positions: 13 / 19.7%				Total Females in Leadership Positions: 4 / 40%			

(Source: NRP HR Section, July, 2021)

**Figure 21**

2020-SWORN				2020-CIVILIAN			
Race/ Sex	% of Total Leadership Positions Held	Race	% of Total Sworn in Leadership	Race/ Sex	% of Total Leadership Positions Held	Race	% of Total Civilian in Leadership
WM	57.4%	Caucasian	73.5%	WM	22.2%	Caucasian	55.6%
WF	16.2%			WF	33.3%		
AA M	14.7%	African American	14.7%	AA M	22.2%	African American	44.4%
AA F	0.0%			AA F	22.2%		
HM	1.5%	Hispanic	2.9%	HM	0.0%	Hispanic	0.0%
HF	1.5%			HF	0.0%		
AM	1.5%	Asian	1.5%	AM	0.0%	Asian	0.0%
AF	0.0%			AF	0.0%		
AI M	4.4%	American Indian	4.4%	AI M	0.0%	American Indian	0.0%
AI F	0.0%			AI F	0.0%		
2+M	1.5%	2+ Races	2.9%	2+M	0.0%	2+ Races	0.0%
2+F	1.5%			2+F	0.0%		
O/M	0.0%	Other	0.0%	O/M	0.0%	Other	0.0%
O/F	0.0%			O/F	0.0%		
Total Sworn in Leadership Positions: 68				Total Civilians in Leadership Positions: 9			
Total Males in Leadership Positions: 55 / 80.9%				Total Males in Leadership Positions: 4 / 44.4%			
Total Females in Leadership Positions: 13 / 19.1%				Total Females in Leadership Positions: 15 / 55.6%			

(Source: NRP HR Section, July, 2020)

**Figure 22**

2019-SWORN				2019-CIVILIAN			
Race/ Sex	% of Total Leadership Positions Held	Race	% of Total Sworn in Leadership	Race/ Sex	% of Total Leadership Positions Held	Race	% of Total Civilian in Leadership
WM	60.3%	Caucasian	73.5%	WM	22.2%	Caucasian	55.6%
WF	13.2%			WF	33.3%		
AA M	14.7%	African American	14.7%	AA M	22.2%	African American	44.4%
AA F	0.0%			AA F	22.2%		
HM	1.5%	Hispanic	2.9%	HM	0.0%	Hispanic	0.0%
HF	1.5%			HF	0.0%		
AM	1.5%	Asian	1.5%	AM	0.0%	Asian	0.0%
AF	0.0%			AF	0.0%		
AI M	4.4%	American Indian	4.4%	AI M	0.0%	American Indian	0.0%
AI F	0.0%			AI F	0.0%		
2+M	1.5%	2+ Races	2.9%	2+M	0.0%	2+ Races	0.0%
2+F	1.5%			2+F	0.0%		
O/M	0.0%	Other	0.0%	O/M	0.0%	Other	0.0%
O/F	0.0%			O/F	0.0%		
Total Sworn in Leadership Positions: 68				Total Civilians in Leadership Positions: 9			
Total Males in Leadership Positions: 57 / 83.8%				Total Males in Leadership Positions: 4 / 44.4%			
Total Females in Leadership Positions: 11 / 16.2%				Total Females in Leadership Positions: 5 / 55.6%			

(Source: NRP HR Section, July, 2019)

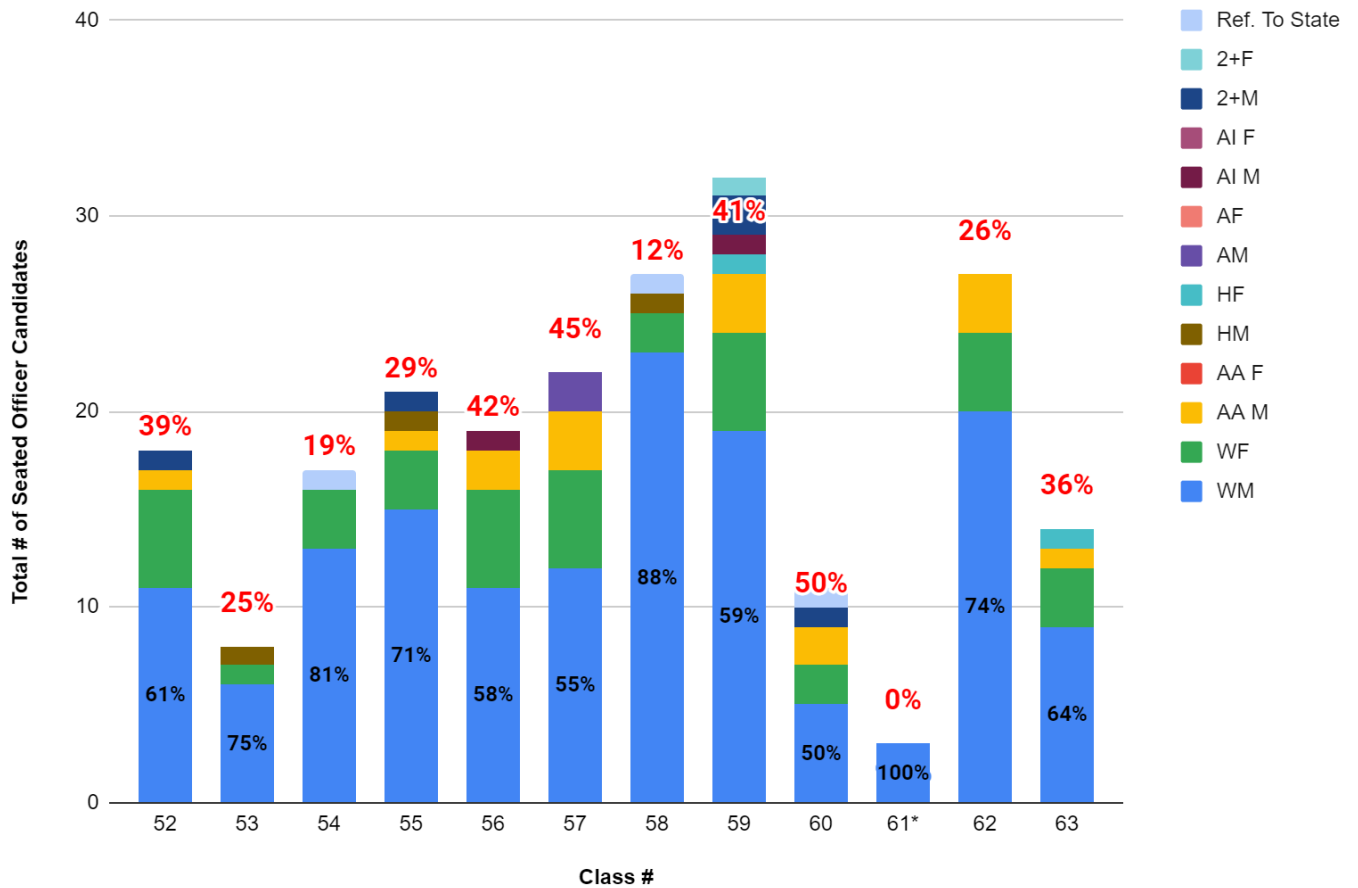
# DEMOGRAPHIC BREAKDOWN

## Police Academy Classes from 2019-2021

Figure 23

### NRP Academy Diversity Percentages

Diversity % for each class is in red



(Source: NRP HR Section, July, 2022)

*\*Note that Class 61 consisted of three NRP cadets who all reached age eligibility for NRP officer. Looking to increase patrol officer staffing immediately, command staff decided these three should instead attend WorWic Community College's police academy.*

Since 2009, the Maryland NRP has hired 219 new officers and held 12 training academies. Over this period, the average rate of academy class diversity was 30%, with half of those classes exceeding 30% diversity.

Of the 219 new officers, 34 or 16% are minorities.

# RACIALLY INSENSITIVE BEHAVIOR

## Reported Incidents of Racially Insensitive Behavior Among Agency Personnel from 2019 - 2021

Prior to July 1, 2022 (when the Police Accountability Act was enacted), complaints were investigated by the IAU, documented, then forwarded to the Chief of the Special Services Bureau for review. Then, the case file was forwarded to the Deputy Superintendent for final review and approval. This multi-layered review by diverse personnel helped to ensure fair and unbiased discipline.

Since July 1, 2022, with the implementation of the Police Accountability Act, all complaints received from the public and internal complaints of interest to the public are reviewed by the statewide “Administrative Charging Committee” (ACC).

The below chart shows reported incidents of racially insensitive behavior complaints among agency personnel from the previous three years.

<b>Figure 24: Reported Incidents of Racially Insensitive Behavior Among Departmental Personnel (2019-2021)</b>				
<b>Year</b>	<b>No. of Cases</b>	<b>Race / Sex of Employee</b>	<b>Race / Sex of Complainant</b>	<b>Disposition<sup>^</sup></b>
2019	5	White / M	Af. Amer. / F	Investigated by IAU, Not Sustained
		White / M	White / M	Insufficient Evidence for Formal Investigation, Handled at Supervisory Level
		Asian / M	Unk. / M	Insufficient Evidence for Formal Investigation, No Further Action
		White / M	Af. Amer. / M	Insufficient Evidence for Formal Investigation, Handled at Supervisory Level
		Unk. / M	Af. Amer. / M	Insufficient Evidence for Formal Investigation, No Further Action
2020	5	White / M	Af. Amer. / F	Investigated by IAU, Unfounded
		Af. Amer. / M	Af. Amer. / F	Investigated by IAU, Unfounded
		White / M	Af. Amer. / F	Insufficient Evidence for Formal Investigation, No Further Action
		White / M	Af. Amer. / M	Insufficient Evidence for Formal Investigation, No Further Action
		White / M	Af. Amer. / M	Insufficient Evidence for Formal Investigation, No Further Action

2021	2	White / M	Hispanic / M	Investigated by IAU, Unfounded
		Amer. Ind. / M	Af. Amer. / M	Investigated by IAU, Sustained

(Source: NRP IAU Unit, August, 2022)

\*All reported incidents are included (both internal and external), regardless of whether the complaint was sustained.

\*\*All reported incidents involved sworn employees. No racially insensitive behaviors were alleged against civilian employees during this period.

^Disposition is specific to the racial aspect of the complaint. Some incidents may have included additional allegations not involving race. The disposition of those allegations is not included in the table.

## DEMOGRAPHIC BREAKDOWN

### Disciplinary Actions for Sworn and Civilian Personnel from 2019 - 2021

The actions of Maryland NRP officers are guided by the agency’s Core Values of Dedication, Integrity, Professionalism, and Courtesy. Every employee is responsible for upholding these values. Employees are held accountable for their own actions and may not transfer to others the responsibility for executing or failing to execute any lawful order or police duty.

The agency’s Core Values guide NRP Officers and civilian employees in all they do. The Core Values require that all members uphold public trust by maintaining the highest standards of ethical and moral character by obeying all laws, regulations, orders, and policies, and respect the constitutional rights of all people.

Employees are responsible for complying with all NRP policies and procedures, either written or verbal, issued by competent authority. Ignorance of the policies, procedures and orders of NRP following acknowledgement of the same is not justification for any violation.

NRP officers are trained to provide dedicated service, while upholding the highest traditions of the agency; by committing to providing impartial enforcement and unbiased service to all; providing dedicated and compassionate assistance to all people; committing to the mission, vision, and values of the agency; presenting a neat, clean, professional appearance, and never using unnecessary force.

NRP officers are courteous by introducing themselves, and are required to state their name, rank, identification number and reason for the stop, to all persons with whom they officially interact.

NRP commanders have the ultimate responsibility to ensure the integrity and reputation of NRP through the fair and equitable investigation of internal matters and application of disciplinary procedures.



**Figure 25**

**Demographic Breakdown of Disciplinary Actions\* Against Agency Personnel from 2019 to 2021**

Race / Sex	Sworn Employees		Civilian Employees	
	No. of Complaints Against	No. of Complaints Resulting in Disciplinary Action	No. of Complaints Against	No. of Complaints Resulting in Disciplinary Action
Af. Amer. / M	1	0	-	-
Af. Amer. / F	-	-	-	-
Hispanic / M	-	-	-	-
Hispanic / F	-	-	-	-
Asian / M	1	0	-	-
Asian / F	-	-	-	-
Amer. Ind. / M	1	0	-	-
Amer. Ind. / F	-	-	-	-
White / M	13	4	-	-
White / F	3	0	-	-
2+ Races / M	1	0	-	-
2+ Races / F	-	-	-	-
<b>Total</b>	<b>21**</b>	<b>4</b>	<b>0</b>	<b>0</b>

Race / Sex	Sworn Employees		Civilian Employees	
	No. of Complaints Against	No. of Complaints Resulting in Disciplinary Action	No. of Complaints Against	No. of Complaints Resulting in Disciplinary Action
Af. Amer. / M	3	0	-	-
Af. Amer. / F	-	-	-	-
Hispanic / M	-	-	-	-
Hispanic / F	-	-	-	-
Asian / M	1	0	-	-
Asian / F	-	-	-	-
Amer. Ind. / M	3	0	-	-
Amer. Ind. / F	-	-	-	-
White / M	28	5	-	-
White / F	4	1	-	-
2+ Races / M	1	0	-	-
2+ Races / F	-	-	-	-
<b>Total</b>	<b>40</b>	<b>6</b>	<b>0</b>	<b>0</b>

2021 Race / Sex	Sworn Employees		Civilian Employees	
	No. of Complaints Against	No. of Complaints Resulting in Disciplinary Action	No. of Complaints Against	No. of Complaints Resulting in Disciplinary Action
Af. Amer. / M	4	1	-	-
Af. Amer. / F	-	-	-	-
Hispanic / M	1	0	-	-
Hispanic / F	-	-	-	-
Asian / M	-	-	-	-
Asian / F	-	-	-	-
Amer. Ind. / M	2	0 <sup>^</sup>	-	-
Amer. Ind. / F	-	-	-	-
White / M	20	1	2	1
White / F	2	1	-	-
2+ Races / M	1	1	-	-
2+ Races / F	-	-	-	-
<b>Total</b>	<b>30</b>	<b>4</b>	<b>2</b>	<b>1</b>

Source: NRP Internal Affairs Unit

\*Job Observation Reports and Personnel Counseling Records are considered non-disciplinary and therefore are not included in this breakdown as a disciplinary action.

\*\*Included in the 2019 total is one complaint in which the officer was not named and was only identified as a male. As the race is unknown, the complaint is included in the total number but is not included in the demographic breakdown.

<sup>^</sup>Open case, disciplinary action pending.

## CONCLUSION

Nationally, police recruiting has become extremely challenging. Police agencies across the nation are seeing a major decrease in applicants, including minority applicants. Many agencies are competing for the few available candidates. Conservation police agencies like NRP face additional challenges in recruitment, especially minority recruitment, as participation in traditional outdoor activities, like hunting, boating, camping and fishing are comparatively low among minority demographics, reducing “in the field” contacts that would spawn interest in a career in conservation law enforcement. In spite of these trends, the NRP recognizes that a diverse workforce is a strong workforce and our integrity is linked to fair hiring and personnel practices. Therefore, it is the goal of NRP to build and maintain a statewide police force whose demographics are more representative of its state’s demographics, to the extent practicable.

NRP has always been committed to hiring, retaining and promoting a workforce more representative of the state. NRP fully acknowledges that some strategies have been more successful than others. This plan builds on those successful strategies which have resulted in NRP having the most diverse workforce amongst conservation police agencies in the Northeast. This plan also provides a framework for implementing new strategies to increase its workforce diversity.

NRP will continue to take measurable and practical steps toward successfully recruiting and promoting minorities. We look forward to continuing to work with the Workgroup in the form of a newly-organized “focus group”. In the event that holistic reform is deemed necessary, NRP is committed to taking any reasonable step, but this will require additional research and time.

While the Maryland NRP still has work to do, the agency has put forth considerable effort, and will continue to promote diversity within its workforce, at all levels of the agency.